**Title: Rural Enterprises for Agricultural Development (READ) Project**

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**Lead Implementing Agency: Ministry of Agriculture and Food Security (MAFS)**

**Lead Implementing Partner: UNDP**

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**List of abbreviations and acronyms:**

| | |
|---|---|
| APG | Agricultural Producer Group |
| AWPB | Annual Work Plan and Budget |
| BDS | Business Development Services |
| BoQ | Bill of Quantities |
| CBSS | Cooperative Bank of South Sudan |
| CGF | Credit Guarantee Facility |
| COI | Core Outcome Indicator |
| ESCMP | Environmental, Social and Climate Management Plan |
| FPIC | Free, Prior, and Informed Consent |
| GAFSP | Global Agriculture and Food security Program |
| GALS | Gender Action Learning System |
| GoSS | Government of South Sudan |
| GRM | Grievance Redress Mechanism |
| iHub | Integrated Business, Employment and Innovation Hub |
| ISM | Implementation Support Mission |
| JICA | Japan International Cooperation Agency |
| LoC | Line of credit |
| MAFS | Ministry of Agriculture and Food Security |
| MIS | Management Information System |
| MSE | Micro and Small Enterprise |
| PIM | Project Implementation Manual |
| RFI | Rural Financial Institution |
| RFQ | Request for Quotation |
| RPO | Rural Producer Organization |
| SACCO | Savings and Credit Cooperative Organization |
| SECAP | Social, Environmental and Climate Assessment Procedures |
| ToT | Training of Trainer |
| VSLA | Village Savings and Loan Association |

## A. Executive Summary:

During the January to November 2025 reporting period, READ made substantial progress following the signing of the Output Agreement in October 2024 and the first No Objection to the Annual Work Plan and Budget (AWPB) in May 2025. Implementation during this period focused on institutional readiness, partnership exploration, procurement and staffing, thereby laying a solid foundation for accelerated delivery and tangible results in 2026.

**Staffing and operational readiness**

The UNDP Project Management Team was fully onboarded in July 2025, enabling advances in technical oversight, financial management, procurement, and coordination with MAFS at national, state and county-level. Decentralized delivery structured with UNDP Field Coordinators in the states reinforced strong stakeholder engagement.

Key Technical Achievements:

- National inception workshop (December 16, 2024) and official project launch ( December 17 , 2024): The inception workshop provided a platform for UNDP, MAFS, and IFAD to present to and secure to and secure inputs from local stakeholders, particularly those from the targeted states, the technical elements, and approaches of the project, to review and approve the plan, to confirm objectives, outcomes, and goals of the project and to help define the roles and responsibilities of stakeholders during project implementation. The project was formally launched on December 17 to inform the public of the READ project, and presented an opportunity to widely share the project's objectives, intervention strtagey, implementation methods, and expected results to national and local stakeholders.State and county launches completed; and National validation workshop (September 18, 2025) State and County-level launches were conducted across all six target counties between June 20 until July 4, ensuring alignment with local priorities and local endorsement. The national validation workshop validated 18 Payams and 30 Bomas in Aweil Centre, Renk, Magwi, Yambio, Nzara and Maridi;

- Contract with Cooperative Bank of South Sudan signed (October 24, 2025): The partnership was formalized with the Cooperative Bank of South Sudan to provide access to finance for smallholder farmers, youth, and women. This collaboration lays the groundwork for expanding access to financial products and services in rural areas. It supports the strengthening of SACCOs and VSLAs, and institutionalizes cooperative finance models that are central to the READ project goal of enhancing food security, increasing rural incomes, and building community resilience.

- National Cooperative Day supported (September 15 –17, 2025) The project supported the organization of the National Cooperative Day, enhancing visibility and national dialogue on cooperative reform and rural enterprise development. The event demonstrated strong government ownership and reinforced the role of cooperatives as engines of inclusive growth and job creation.

- Finalization of the Terms of Reference (ToRs) for Value Chain Analysis, Market Opportunities Analysis, and Peace and Conflict Analysis: Technical ToRs for the Value Chain, Market Opportunities, and Peace & Conflict Analyses were completed, integrating gender, nutrition, and climate resilience dimensions. Procurement processes have been initiated to contract specialized service providers to generate evidence-based recommendations for targeted interventions.

- Baseline Service Provider (SP) recruited: The baseline service provider was successfully contracted to establish the project's baseline values and data systems aligned with UNDP's systems and IFAD's COI indicators.
- Completion of the Matching Grant Roadmap: A comprehensive Matching Grant Facility roadmap was developed to guide the rollout of competitive grants for producer organizations, MSMEs, and youth- and women-led enterprises. The framework defines eligibility criteria, implementation modalities, and linkages to market and financial services.
- Development of National Cooperative Tiering System: The project contributed to the development of a **National Cooperative Tiering Framework**, introducing measurable criteria for assessing cooperative maturity and performance. This system informs cooperative mapping, capacity-building priorities, and tailored support.
- Establishment of Monitoring and Evaluation Tools and Frameworks: Comprehensive M&E tools and frameworks were designed to strengthen accountability, learning, and adaptive management. These include progress-tracking templates, data collection instruments, and reporting mechanisms aligned with UNDP and IFAD's MEAL standards.

**Social Inclusion and Safeguards**

A Technical Officer on Gender and Social Inclusion has been recruited. Gender equality, youth inclusion and SECAP requirements were considered and reflected in relevant ToRs and preparatory studies. GALS procurement has been initiated. A costed Gender and Social Inclusion Action Plan was prepared to ensure resources are adequately allocated to women, youth and nutrition pathways.

**Financial performance**

The UNDP and MAFS output agreement was signed in October 2024, and IFAD issued its No Objection to the AWPB in May 2025. As of November 2025, disbursement stands at 11 percent of the IFAD/GAFSP grant and 37 percent of UNDP co-finance, largely covering the preparatory phase, including inception and field-level operation, recruitment of strategic partners and project staff.

**Challenges and Mitigation**

Start-up delays, partly due to budget constraints, complex procurement processes and institutional partnership negotiations, have slowed down implementation. With the full PMT on board and the AWPB approved, preparation for physical delivery has been accelerated. Procurement challenges are being mitigated through strengthened collaboration with the Procurement Team. The introduction of a procurement tracker enables proactive monitoring, early bottleneck identification, and timely corrective action. To enhance future planning, AWPB co-development with procurement, finance, technical teams, and implementing partners will ensure realistic sequencing and reduced delivery risks. In parallel, a monthly coordination meeting with SPCU, PMT, Implementing Partners, and IFAD has been instituted to ensure transparency and resolve implementation challenges collectively.

Immediate Priorities

- Onboarding of service providers by Q4 2025
- Profiling and selection of RPOs, cooperatives, APGs, VSLAs, SACCOs, MSEs by Q1 2026
- Renovation and rehabilitation of PMT Office at MAFS
- Matching Grant Facility and Credit Guarantee Facility initiated in Q1/2 2026
- Roll out of cooperative capacity-building Q1/2 2026

Overall, READ has established strong operational and institutional foundation for delivery, with robust Government ownership and a clear pathway for accelerated implementation.

## B. Project Background.

South Sudan's fragility continues to shape the environment in which institutions, markets, and communities operate. Prolonged insecurity, weak infrastructure, and limited access to services influence how programmes are designed and delivered across the country. In many locations, poor road networks and seasonal flooding make access unpredictable, while insecurity and displacement reshape community structures and leadership. Recurrent floods and droughts act as conflict multipliers, intensifying competition over natural resources and constraining agricultural production. These factors affect implementation timelines and the ability of partners to engage communities consistently, monitor activities, and sustain a field presence. In this context, the project's hybrid implementation model, combining UNDP's operational footprint with MAFS's institutional leadership, serves as a practical and adaptive mechanism to ensure delivery under fragile and rapidly changing conditions.

Despite these constraints, the READ team continues to demonstrate strong commitment and flexibility. Activities are sequenced to align with seasonal calendars, local security conditions, and partner availability, while plans and budgets are regularly reviewed to address emerging needs and maintain alignment with government priorities. Close coordination with state authorities, peace structures, and security actors remains essential to managing risks and sustaining operations. This adaptive approach helps the project stay on course and maintain inclusivity and conflict sensitivity. The upcoming Peace and Conflict Analysis (PCA) will further guide these measures and strengthen READ's contribution to resilience and peacebuilding in a complex and evolving environment.

**Project objectives**

The overall goal of the Rural Enterprises for Agricultural Development (READ) project is to 'improve food security, income and resilience among the targeted rural households.' This will be accomplished by strengthening their collective capacity to work as a group, their resilience to change and ability to adopt new practices.

The Project Development Objective is to 'empower Rural Producers' Organization (RPOs)', including Agricultural Producer Groups and Cooperatives, as well as Village Saving and Loans Associations (VSLAs), Savings and Credit Cooperatives (SACCOs), and MSEs, as sustainable and resilient food value chain players by strengthening their institutional and organizational structures, improving their business skills for enterprise development, facilitating access to finance, and providing them with policy and regulatory support.

**Targeting Strategy**

Targeting seeks to deliver benefits to a selected group of participants, in particular the poor and vulnerable. Targeting mechanisms attempt to link project specific purposes with its intended group of beneficiaries. READ will specifically apply a combination of self-targeting and direct targeting approaches in order to reach the project's target groups. With the self-targeting mechanism, the program is designed in such a way that services offered speak to the needs and priorities of READ's target. READ's self-targeting approach will focus on selecting value-chains suitable for the vulnerable target

groups specifically; women, youth, returnees and ethnic groups and persons with disabilities. Direct targeting will be undertaken through the mapping and profiling of APGs, RPOs, VSLAs, SACCOs, Coops, and MSEs.

**Project Area**. The project is implemented in four states and six counties: Eastern Equatoria (Magwi), Western Equatoria (Yambio, Maridi, Nzara), Upper Nile State (Renk), Northern Bahr el Ghazal (Aweil Centre). An evidence-based validation approach has been used to select the coverage area for project implementation. The validation was carried out by the Government of South Sudan through MAFS, with technical support from IFAD and UNDP. At project inception stage, pre-selected states and counties were validated and evidence-based expansion triggers for subsequent phases will be determined by the need for flexible programming and prevailing security situation. Guided by a participatory, transparent and evidence-based approach, the selection of Payams and Bomas was conducted in tandem with the State administration.

**Targeting Criteria.** To ensure that the project sustainably serves its intended target, the evidence-based approach for geographical selection used the following criteria: (a) synergy with other projects or potential projects for scaling up what other projects have done/are doing, (b) agricultural productivity, (c) low risk of future conflicts, (d) availability of APGs, RPOs, cooperatives, SACCOs, VSLAs, and MSEs, (e) connectivity, (f) accessibility and habitability, (g) climate change risk level and (h) acute food insecurity. The scoring for each county will rely on the availability of recent evidence to ensure impartiality and transparency of the process.

**Target groups.** The READ project will reach a total of 27,511 households (162,315 beneficiaries) from RPOs (36 Cooperatives, 300 APGs, 200 VSLAs, 24 SACCOs) and 120 MSEs. Preferential treatment in the targeting, as well as, provision of affirmative action will be given to women, youth, returnees and persons with disabilities, because they are highly marginalised and considered among the most vulnerable groups in South Sudan. Therefore, amongst the target beneficiaries; 50 percent will be women, 70 percent youth, and 10 percent vulnerable groups (IDPs, returnees, persons with disabilities.

Using the RPO and MSEs (36 cooperatives, 300 APGs, 300 VSLAs and 24 SACCOs) as entry points of various tailor-made interventions will be delivered to RPO and MSE leadership, management staff and their members.

Self-targeting mechanisms as well as direct targeting measures will be applied to ensure equal participation and benefit for all social categories with a view of outreach as well as increasing the numbers of RPOs. Indirect beneficiaries will include wider rural communities, who will benefit from improved service delivery.

**Project Component**

***Component 1: Rural Producer's Organisations Development* –** The objective of this component is to adopt a holistic approach for RPOs development, supporting existing formalized organizations such as cooperatives, and adopting a graduation approach for the less structured Agriculture Producers' Groups (APGs), including women and youth groups, to equip them with assets and capacities needed to promote equitable and sustainable market linkages for rural producers. Ultimately, the aim is to improve the social and economic welfare of cooperative and group members, while creating opportunities for other value chain actors interested in developing micro-enterprises along the specified value chains. An underlying theme of the component will be to promote women and youth participation and membership, include them in decision-making levels of the RPOs, and encourage growth in nutrient-rich and climate-resilient value chains.

**Sub-component 1.1: Value Chain Assessments and Group profiling**

Under this sub-component, READ will establish a strong analytical and institutional basis to strenghten the value chain. Building on existing UNDP agricultural value chain studies and complementing them where needed, the project will conduct Gender-, Youth-, Climate- and Nutrition-sensitive Value Chain Analyses to inform strategic decision-making. Based on this evidence, 2–3 priority value chains per state and up to a national maximum of six will be selected according to their market potential, nutritional contribution, and ability to create inclusive opportunities for women, youth, and different ethnic groups.

To support inclusive engagement, READ will map and profile producer organizations and related economic groups (including APGs, RPOs, VSLAs, SACCOs, MSEs and cooperatives) to assess their maturity, readiness and capacity development needs. A Peace and Conflict Analysis, led by UNDP with support from a research institution, will ensure that economic interventions are conflict-sensitive, uphold "do no harm" principles, and contribute to peace-responsive approaches.

Finally, customized capacity-building modules will be developed based on ILO's cooperative training tools to suit the South Sudanese context and the needs of READ participants, covering areas such as cooperative governance, bookkeeping, climate adaptation, nutrition, and gender equality.

**Sub-component 1.2: Support for Cooperative Business Development**

This sub-component focuses on enhancing the institutional capacity and management performance of producer groups and cooperatives so they can operate as viable economic entities within priority value chains. UNDP will competitively select implementation partners in each state to deliver an integrated capacity-building package.

Using training modules and tools tailored in sub-component 1.1, cooperative governance and operational management will be strengthened to improve accountability, business orientation and service delivery. The project aims to formalize and upgrade producer groups, by strengthening the 36 existing cooperatives and transforming approximately 300 APGs and underperforming cooperatives at lower tiers into viable organizations. Through mergers and membership expansion where appropriate, Level 0 and 1 organizations are expected to transition into about stronger cooperatives, enabling improved economies of scale and market participation.

**Subcomponent 1.3 Business Capacity Development and Financing**

The delivery of this comprehensive package of services will be based on training modules and approaches from adapted tools and methodologies from ILO and business development service (BDS) experience. Financial literacy will be included in the package of capacity development services (under Subcomponent 2.1).

The delivery of BDS will be through the Integrated Business, Employment and Innovation Hubs (iHUBS) established by UNDP in order to capitalize on existing assets (VSAT, computers, office furniture, etc.), resources (youth databases, etc.), and networks established through the iHubs, (linkages with businesses, training institutions, etc.)

UNDP will support the growth and sustainability of APGs, RPOs, VSLAs, SACCOs, MSEs, and Cooperatives by facilitating access to markets at national and regional levels. These organizations will be sup-

ported in entering a digital marketplace platform that UNDP has rolled out for national implementation. Furthermore, the RPOs will be supported to enable them participate in business-to-business linkages that will be organized as part of MSE development.

This sub-component will also set up a Matching grant mechanism for Business Plan Financing. UNDP will utilize the experience and methodology from its IGNITE Food System Challenge and YEDCB which matches the financing to the needs and business plans of the cooperatives and MSEs but with a strong capacity building, innovation, and competitive approach.

**Component 2: Inclusive Rural Finance Initiatives**

Expands access to finance by building the capacity of SACCOs and VSLAs, supporting the Cooperative Bank of South Sudan (CBSS), and establishing a credit-guarantee fund to de-risk lending. It introduces fintech and digital-payment solutions and prioritizes women- and youth-led enterprises through blended-finance mechanisms.

**Sub-component 2.1: Community-based financial services**

This sub-component will enhance the capacity of community-based financial service providers to deliver affordable and climate-sensitive financial services and products. It will entail: (i) the formation and/or strengthening of rural financial institutions (RFI) – VSLAs and SACCOs, (ii) support the graduation and transformation of VSLAs into SACCOs (iii) the provision of specific targeted training to RFIs, and (iv) financial services tailored to the needs of RPOs and their members, and more specifically to rural women and youth.

**Sub-component 2.2: CBSS expansion and development of agency banking network**

The sub-component will include a commitment to open 1-2 branches by CBSS in the project area as part of co-financing for READ. CBSS will develop tailor-made financial products to ensure RPOs and their members, especially women and youth, access financial services at affordable costs at attainable terms and conditions.

CBSS loan portfolio mobilization: To facilitate the uptake in loans and to provide a reasonable level of risk to the lender, and an affordable level of service to the borrower, the project will contribute to de-risking the agricultural sector. The project will set up a credit guarantee facility (CGF), which will be used to collateralize loans and cover default loans among the target groups of READ. The risk (and potential loan losses) will be split (50/50) between CBSS and the READ project, with only a portion of the loan amount collateralized, to help leverage CBSS loan funds at least two-fold. The project will cover some of the commercial interest subsidies  stimulate demand for financial services from the RFIs, RPOs and its members.

**Component 3: Policy and Regulatory Framework Development**

Enhances the enabling environment for rural enterprise and cooperative development, strengthening MAFS capacity at national and state levels to operationalize cooperative and inclusive-finance policies.

**Subcomponent 3.1: Conducive Policy and Legal Framework**

Strengthening of the policy and regulatory frameworks will involve a participatory policy review process that includes consultation and validation at the national and local levels, including the involvement of farmers (women, youth, and vulnerable groups), strategic plan development, and implementation of legislation with M&E support for follow-up.

**Subcomponent 3.2: MAFS Capacity Building on Cooperative Development**

The support to the enabling environment around cooperative and rural development will be mirrored in the field by involving and capacitating MAFS staff working at the State and County level. Capacity building will be preceded by a capacity and needs assessment of MAFS Cooperative Officers and Community Development Officers at the County level. The county-level officers will support RPOs with specific knowledge and awareness of the cooperative movement, their formalization and registration process, with follow-up supervision and auditing, while acting as trainers that provide technical backstopping at training events.

**Subcomponent 3.3: Project Coordination and Oversight**

This subcomponent will cover costs related to the operation of: (i) the Government-Project Coordination Unit (G-PCU); (ii) the Project Management Team (PMT) of UNDP; (iii) provisions for oversight committees; (iv) SECAP-related safeguard activities; and (v) monitoring & evaluation and knowledge management related costs. The G-PCU will provide project oversight with support from PMT.

## C. The Detailed Implementation Progress (Activity Progress):

**Preparatory Phase and Institutional Establishment**

During the preparatory phase, UNDP, in close collaboration with the Ministry of Agriculture and Food Security (MAFS) and IFAD, successfully established the institutional and operational foundations required for the effective rollout of the READ project. Key milestones included the development and approval of the Gender and Targeting Strategy, ensuring that gender equality and social inclusion are mainstreamed across all project activities. The establishment and operationalization of the Government Project Coordination Unit (G-PCU) and the UNDP Project Management Unit (PMU) enabled coordination and oversight of project start-up activities, with interim staff providing essential management and technical support. Financial management capacity was strengthened through the installation of IFAD-approved accounting software, ensuring compliance with fiduciary standards. The finalization of the Project Implementation Manual (PIM), approval of the Annual Work Plan and Budget (AWP/B), and Procurement Plan created a clear operational framework for implementation. These foundational efforts collectively enhanced institutional readiness, ensuring that, all key systems, structures, and partnerships were in place to support timely and accountable project delivery.

**Project Launch and Stakeholder Engagement**

The project achieved a major milestone with its official launch on 17 December 2024, marking the transition from start-up to implementation. The event, presided over by the Honourable Minister of Agriculture and Food Security, brought together 109 representatives from government institutions,

UN agencies, development partners, the private sector, and civil society. Preceded by a participatory inception workshop, the launch served as a platform to present project objectives, approaches, and coordination mechanisms, while securing stakeholder commitment and alignment with national priorities. Through this process, UNDP facilitated inclusive dialogue and ownership among key actors, ensuring a shared vision for project outcomes and results. The strong government leadership demonstrated during the launch reaffirmed national commitment to advancing rural enterprise development, agricultural productivity, and inclusive growth. The event also strengthened partnerships and created momentum for coordinated delivery of project interventions at both national and state levels.

**Initial Focus and Capacity Building**

Following the launch, the initial months of implementation focused on consolidating systems, enhancing capacities, and preparing for full-scale operations. UNDP prioritized recruitment and onboarding for both the G-PCU and PMU, ensuring that technical, administrative, and financial positions are progressively filled by mid-2025. Capacity-building initiatives were rolled out to strengthen competencies across implementing entities, including a comprehensive technical support training that equipped over 50 participants with knowledge in financial management, procurement, monitoring and evaluation, gender and social inclusion, and ethics compliance. These efforts have strengthened the capacity of national institutions and implementing partners to effectively manage and deliver project outputs. Concurrently, the project initiated systematized planning and reporting mechanisms through IFAD's Integrated Corporate Platform (ICP), enhancing efficiency, accountability, and transparency. The focus during this period remained on ensuring institutional functionality, operational readiness, and a strong foundation for sustained results delivery.

**Challenges and Mitigation Measures**

Despite strong progress during the inception phase, the project faced several operational and resource-related challenges. Budgetary constraints in certain cost categories under the approved COSTAB limited the full execution of planned interventions, affecting timelines for specific components. UNDP, together with IFAD and MAFS, initiated ongoing budget monitoring and review to identify potential reallocations and ensure resources are directed toward priority outcomes. Recruitment delays also temporarily constrained the full operationalization of project management units; however, interim arrangements and technical backstopping from UNDP's senior programme leadership ensured continuity of key coordination and oversight functions. Coordination across multiple implementing partners, MAFS, ILO, and CBSS, required additional efforts to streamline communication and harmonize work planning. To address this, UNDP established regular coordination mechanisms and joint review processes, ensuring coherence and accountability in project delivery. These adaptive management measures have mitigated start-up risks and positioned the project for accelerated implementation during the second half of 2025.

## Component 1. Rural Producers Organizations Development:

### Subcomponent 1.1: Selection of Climate Resilient Food Value Chains, Group Profiling and Sensitization of selected entities

During the reporting period, Terms of Reference (ToRs) for the Value Chain Analysis (VCA), Market Opportunities and Peace and Conflict Analysis were developed and cleared following internal review and consultations with MAFS. The ToRs adopt a participatory and market-systems-based approach,

ensuring that these analyses will capture both economic and climate-resilience dimensions across the six target counties. Particular attention was given to aligning the scope with MAFS and IFAD priorities, to ensure that the VCA and market analysis outputs directly inform targeting, enterprise selection, and subsequent business development interventions.

Although field-level implementation is yet to commence, this thorough and consultative process has laid a solid foundation for implementation, prioritizing quality over speed to ensure that once the service provider is engaged, field activities proceed efficiently, with clear methodology, roles, and deliverables.

In parallel, groundwork for the establishment of Innovation Hubs (iHubs) was initiated in close coordination with MAFS to ensure strategic alignment and technical soundness. Potential sites were identified within all four target states, and preliminary field assessments were undertaken jointly by UNDP engineers and local authorities to evaluate suitability in terms of accessibility, infrastructure condition, and proximity to producer groups. Particular attention was given to sustainability factors such as operational costs, security, and integration with existing county facilities.

This careful and methodical approach reflects the project's commitment to establishing iHubs that are both functional and sustainable in the long term. Progress has therefore been paced to avoid premature investments and to ensure that each iHub evolves into a viable, community-anchored enterprise support platform once implementation accelerates.

**Boma and payam validation workshop (September 2025):**

To strengthen participatory planning and confirm geographical targeting, a National Validation Workshop on project locations was convened on 18 September 2025 in Juba, jointly organized by MAFS and UNDP with support from IFAD. The workshop brought together more than 60 representatives from the Ministry of Agriculture and Food Security, state ministries of cooperatives and rural development, SPCU, Cooperative Bank of South Sudan and cooperative representatives. The main purpose was to validate and reach consensus on the selection of payams and bomas across the six READ target counties and to provide space for oversight discussions ahead of implementation.

The participants confirmed that the proposed sites should remain the target sites for the project. They provided actionable recommendations to enhance coordination between national and state structures, improve information sharing, and ensure active involvement of state steering committees in subsequent stages. The event marked a critical milestone in establishing local ownership and transparency. The validation outcomes now serve as the official geographic and institutional baseline for READ's implementation across all components.

List of selected Payams & Bomas

| State | County | Payam | Boma | Comment |
|---|---|---|---|---|
| WES | Yambio | Bazungua | Bazangua Center | Validated and approved by stakeholders |
| | | Yambio Central | Kuzee | |
| | | | Ngindo | |
| | | Gangura | Gangura Center | |
| | | | Nangume | |

| | | | | |
|---|---|---|---|---|
| | Nzara | Nzara Town | Nzara Central | Validated and approved by stakeholders |
| | | | Yambwa | |
| | | | Namaiku | |
| | | Sangua | Sangua Central | |
| | | Sakure | Kumbo Bangi | |
| | Maridi | Maridi Central | Maridi Central | Validated and approved by stakeholders |
| | | | Mboroko | |
| | | | Mambirindi | |
| | | Mambe | Eyire | |
| | | Ngamunde | Kwanga | |
| EE | Magwi | Magwi | Magwi | Validated and approved by stakeholders |
| | | | Obbo | |
| | | Pajok | Pajok | |
| | | | Pogee | |
| | | Pageri | Moli Tokuro | |
| NBS | Aweil Centre | Aroyo | KurChok | Validated and approved by stakeholders |
| | | | Aleli | |
| | | Nyalath | Lol Nyang | |
| | | | Bar Nyiwing | |
| | | Chel South | Chamanguei | |
| UNS | Renk | Gegier | Gegier | Validated and approved by stakeholders |
| | | | Jerbana | |
| | | Shamadi | Shamadi | |
| | | | Babenis | |
| | | Jelhak | Jelhak | |

**Challenges:**

Field-level implementation under this sub-component is yet to commence as the project continues its transition from preparatory to execution stage. The deliberate diligence applied in finalizing the ToRs and laying the iHub groundwork has been essential to ensuring methodological rigour and alignment with MAFS and IFAD standards. The careful sequencing of review and procurement steps, while ensuring compliance and quality assurance, has extended the timeline for initiating analytical and field activities.

**Way Forward**

- Fast-track the engagement of key service providers, for the value chain analysis, market opportunities analysis and for cooperative capacity-building and BDS delivery, through the ongoing RFP process, ensuring timely completion of due-diligence steps and alignment with MAFS and IFAD quality standards.
- Consolidate iHub assessments into a single technical report for management clearance and resource mobilization, ensuring sustainability and functionality considerations are retained.

- Maintain the current quality-first approach while ensuring that implementation readiness, technical, institutional, and logistical, is completed by early 2026 to enable a smooth transition from groundwork to field execution.

### Sub-component 1.2: Institutional and governance capacity development of RPOs

Under this sub-component, efforts during the reporting period focused on establishing the institutional and technical framework required for cooperative strengthening and governance improvement. A key milestone was the completion of technical and financial evaluations for the Service Provider (SP) that will deliver cooperative capacity-building and Business Development Services (BDS). The contracting process is now in its final stage, with onboarding anticipated by the end of November 2025. Once mobilized, the SP will first complete the profiling and selection of Rural Producer Organizations (RPOs) to assess their governance structures, business capacities, and ability to access and manage finance. This exercise will guide the design of tailored training and mentorship programmes as the SP conducts cooperative diagnostics, delivers governance and management training, and mentors RPOs across the six target counties in close collaboration with MAFS, thereby operationalizing the core capacity-development pillar of the READ project.

From the project's inception phase, the International Labour Organization (ILO) was envisioned as a key technical partner, given its globally recognized cooperative training manuals and certified curricula. Over several months, UNDP and MAFS engaged in extensive consultations with ILO to formalize a full partnership arrangement within the READ framework. However, the proposed cost of ILO's engagement exceeded the available project budget, making it difficult to pursue the arrangement as originally conceived. The prolonged consultation process therefore became one of the key challenges, delaying the commencement of capacity-building activities under this sub-component.

To ensure continuity and retain ILO's technical value, the parties agreed to proceed through a Memorandum of Understanding (MoU) rather than a full-fledged project partnership. This MoU, led by MAFS with support from UNDP, is expected to be finalized in November 2025. Under this arrangement, ILO will provide access to its proprietary training materials and share a roster of certified trainers, whom UNDP, together with MAFS, will engage individually to deliver the Training-of-Trainers (ToT) and governance modules. Terms of Reference for the master trainers were finalized in October 2025 to ensure continuity of methodology and enable ToT rollout in early 2026.

As part of its broader partnership with MAFS to strengthen the cooperative sector, UNDP supported the Directorate of Cooperatives in organizing the National Cooperatives Day celebrations held in September 2025. The event brought together senior government officials, development partners, and cooperative representatives from across the country to highlight the role of cooperatives in promoting inclusive growth and resilience. UNDP's technical and logistical support demonstrated the project's strong alignment with the government's vision for cooperative development. Beyond awareness-raising, the event reinforced national commitment to institutionalizing cooperative governance and positioned READ as a key contributor to South Sudan's cooperative reform agenda.

Challenges:
Cooperative capacity-building activities are yet to begin, as the project is finalizing key institutional partnerships and preparatory arrangements. The careful diligence applied in selecting and contracting SP has lengthened the mobilization period but ensures technical depth and quality assurance once implementation begins. The shift in partnership arrangements following ILO's non-engagement required additional planning time to establish an alternative ToT delivery model.

Way Forward:

- Complete the contracting and onboarding of the SP for cooperative capacity-building and BDS delivery by the end of November 2025, ensuring immediate mobilization thereafter.
- Finalize and operationalize the alternative master-trainers approach, including selection and orientation of trainers in collaboration with MAFS, to initiate ToT rollouts early in 2026.
- Complete the RPO profiling and capacity assessment to guide the design of governance and management training modules.
- Strengthen linkages with Component 1.3 to ensure that trained cooperatives are effectively connected to market, finance, and iHub services during implementation.

## Sub-component 1.3 Supporting Business Capacity Development and Financing

This sub-component seeks to enhance the business capacity, market competitiveness, and financial readiness of RPOs and youth and women led agribusinesses. During the reporting period, activities under this component focused on completing the groundwork required to operationalize the Matching Grants Facility (MGF) and to establish Innovation Hubs (iHubs) as local enterprise-support platforms.

The MGF roadmap and Terms of Reference (ToRs) were finalized and cleared through internal reviews and in consultation with MAFS. The design adopts a results-based approach, promoting inclusive enterprise growth and improved access to finance for cooperatives and MSEs. It emphasizes participation of women and youth, alignment with market demand, and linkage with financial institutions under Component 2. Once launched, the facility will serve as a blended-finance mechanism to de-risk investment in rural enterprises while creating jobs and value addition.

In parallel, groundwork for the iHubs progressed in coordination with MAFS to ensure strategic alignment and technical soundness. Field assessments were completed for Magwi, Aweil, and Renk, with Yambio partially functional and Nzara and Maridi under exploration. These assessments, undertaken jointly with UNDP engineers and local authorities, evaluated site suitability, infrastructure conditions, and proximity to key producer groups. Attention was given to sustainability factors such as operational viability, access routes, and integration with county structures. The findings will inform the rehabilitation and equipment ToRs to be finalized before the end of 2025.

**Way Forward**

- Finalize and consolidate engineering assessments for iHubs, prepare Bills of Quantities (BoQs), and initiate procurement for rehabilitation and equipment by Q4 2025 and Q1 2026.

- Operationalize the Matching Grants Facility by Q1-Q2 2026.
- Strengthen coordination between Components 1 and 2 to align business-support activities with access-to-finance interventions and credit linkage efforts.
- Link iHub activities with cooperative training and ToT programmes to create a smooth pathway from skills development to financing and market access.

**Component 2: Inclusive Rural Financial Services:**

During the reporting period, progress under Component 2 has been limited as preparatory and institutional groundwork is still underway. However, a significant milestone was achieved with the signing of a partnership agreement between UNDP and the Cooperative Bank of South Sudan (CBSS).

### Sub-component 2.1 Community-based financial services:

Progress has been primarily preparatory, focusing on laying the foundation for community-based financial services. Recruitment of the service provider is at an advanced stage, with the contract expected to be finalized in November 2025. Once engaged, the service provider will conduct mapping of existing VSLAs and SACCOs and facilitate the mobilization and formation of new VSLAs. The mapping tool has already been developed, incorporating financial inclusion indicators, group governance, and institutional maturity to guide targeted support. In the meantime, draft graduation pathways have been developed to guide community groups in transitioning from informal savings mechanisms to formal financial access.

Planned activities include finalizing and contracting the service provider to commence mapping of VSLAs and SACCOs, as well as mobilizing and forming new VSLAs in target communities. The project will also pilot and validate the financial literacy modules to strengthen group-level financial management and credit readiness. Peace and conflict, and value chain analysis service provider recruitment initiated to ensure conflict-sensitive, and value-chain informed financial inclusion interventions.

Key challenges include delays in service provider contracting, limited baseline data on community-based financial institutions, low financial literacy levels among group members, and potential conflict and security risks in fragile areas. These challenges will be mitigated through fast-tracked contracting, use of the validated mapping tool to capture comprehensive baseline data, delivery of targeted incorporation of Peace and Conflict Analysis and Value Chain Analysis findings into the design and implementation of inclusive financial services.

### Sub-component 2.2: CBSS expansion and development of agency banking network

Progress under Sub-component 2.2 has been largely preparatory, with the main achievement being the formal contracting of the Cooperative Bank of South Sudan (CBSS) to implement the project's formal financial services interventions, which is expected to include their branch and agency banking expansion plan as well as the operationalization of the Credit Guarantee Scheme (CGS) and LOC. In parallel, UNDP has developed draft CGF operationalization strategy, as well as a loan tiering system to guide lending to rural households, groups, and RPOs. These documents are currently under review and will inform the phased implementation of formal financial services, ensuring that financial products are tailored to the risk profile and capacity of target communities.

Planned activities include the finalization of CBSS's workplan, approval of the CGS and Line of Credit operational guidelines, and operationalization of loan tiering and monitoring systems to ensure effective portfolio mobilization. The project also intends to explore options for digitalizing VSLA data management and integrating e-wallet and mobile banking solutions. This will enhance transparency, record-keeping, and linkages between community-based groups and formal financial institutions.

Challenges anticipated include limited rural banking infrastructure and the need for careful sequencing to ensure readiness of community-based groups for formal financial services, which will be mitigated through structured graduation pathways and capacity-building initiatives for both CBSS staff and project beneficiaries.

**Component 3: Policy and Regulatory Framework Development**

Lead:MAFS

Sub-component 3.1: Conducive Policy and Legal Framework

Subcomponent 3.2: MAFS Capacity Building on Cooperative Development

## Targeting and outreach

Although READ progress implementation is at its early stages, current activities are taking place in the original targeted six counties in four states, with beneficiary selection yet to kickstart. Up until now the project is laying the foundation for active field implementation, with one of the key priorities being incorporating recommendations of the last ISM mission that include refining the social inclusion strategy that focuses on women, youth and people with disabilities.

According to the original plan, READ aims to target 27,511 households that are part of the 36 cooperatives, 300 APGs, 24 SACCOs and 300 VSLAs with grouping-based set criteria and 50 % women and 70 % youth quotas.

**Targeting measures under READ:**

**Direct Targeting**: Direct targeting measures will be applied to channel services and resources to ensure specific members and groups are targeted and benefit from project activities. This includes mapping and profiling of cooperatives, APGs, VSLAs and agribusiness, applying quotas for women (50 percent), youth (70 percent), vulnerable groups (10 percent), including persons with disabilities and returnees. Free, Prior, and Informed Consent (FPIC) will be sought for affected ethnic groups residing in the target areas and/or benefitting from project activities. Women and youth are supported to graduate into formal structures such as cooperatives, SACCOs, and MSEs. VSLAs with households with pregnant/lactating women and children under two will be prioritized for nutrition-sensitive support including homestead gardening.

**Self-Targeting**: Without any specific interventions needed, services offered speak to the needs and priorities of target groups and thus facilitate self-identification. This is achieved through gender-, youth-, and nutrition-sensitive value chain selection, simplified calls for interest prevent elite capture, and leverage existing informal structures such as VSLAs dominated by women, youth, persons with disabilities, returnees, and minority ethnic groups to engage in project activities.

**Empowerment and Capacity Building**: Capacity-building empowers those with limited voice or power, particularly women, youth, returnees, and marginalized ethnic groups, to actively participate and lead in project activities. Awareness-raising, leadership development, business and entrepreneurship training, and financial literacy will be offered to enable beneficiaries to build confidence, improve livelihoods, and engage meaningfully in RPOs, APGs, cooperatives and SACCOs.

**Enabling Measures**: Enabling measures foster a supportive institutional and policy environment that promotes inclusion and enhances opportunities for target groups. Measures can include policy

framework strengthening, gender-balanced staffing, building capacity of project teams on gender equality, youth empowerment, and nutrition-sensitivity, promoting time-saving technologies, ensuring participatory decision-making, and allocating sufficient budget to sustain social inclusion priorities throughout the implementation.

Much as the targeting process has not yet started, efforts are already underway including development of sex- and age disaggregated database for capturing different groups ensuring the relevant status quotas for youth and women are captured.

To reinforce the targeting and outreach right from the start, UNDP has also sensitized project stakeholders at all levels especially during inception and validation workshops at payam/county and national levels respectively as this forms part of ownership by these stakeholders right as they also become answerable to their communities when queries are made regarding targeting and selection.

RPO and beneficiary selection will be transparent, participatory, and evidence-based, undertaken jointly with State, County and local authorities and implementing partners to ensure fairness and strong local accountability. Profiling of RPOs and households will prioritize very poor and highly vulnerable subsistence producers experiencing moderate to severe food insecurity, who are largely members of informal structures such as APGs and VSLAs and face heightened exposure to climate shocks. The project will additionally target poor producers with limited marketable surplus, often RPO Level 2 members, who remain at risk of falling back into vulnerability, as well as transitionary poor, market-oriented producers organized in more mature Level 3 RPOs. The RPO mapping tool with support systematic categorization of groups by tier and provide insights into the poverty level of their members. To ensure complementarity and avoid duplication and elite capture, lists of targeted households will be cross-checked with local authorities records and existing safety-net, humanitarian, and development programmes, ensuring that support reaches those who need it most and strengthens coherence across interventions.

As part of preparations for targeting and registration UNDP is also ensuring that selected value chains are relevant to the target groups across the 6 counties. The organization is leveraging value chain analysis studies conducted in ¾ states (Upper Nile, Western Equatoria and Eastern Equatoria) and another new value chain study to be conducted in Northern Bhar-el-Ghazaal covering Aweil Center and in WES, including Yambio, Nzara and Maridi. All these studies are being carefully planned undertaken to tease out key issues on proposed value chains so that they are indeed relevant to the groups in terms of economic, social, climate and environmental considerations. Besides UNDP also plans to continuously fine tune and have an iterative targeting approach guided by the current national socio-economic food security and livelihood as well as the humanitarian intervention indicators drawn among others from the latest IPC reports, especially pertaining to the READ counties and its implications for future programming considering that a lot of the projects assumptions and data were drawn from past 2-3 years ago.

The following challenges are foreseen:

A key challenge during the reporting period has been the delay in onboarding implementing partners and service providers across the six target counties. The way forward is to fast-track the onboarding process and ensure that it is conducted in a comprehensive and well-guided manner, with all partners fully briefed on their respective workplans, deliverables, and reporting requirements. Once onboarded, partners will be supported to initiate field activities swiftly. A participatory and inclusive approach is key to avoid elite capture and to target the rural poor, in accordance with the targeting criteria.

Secondly the current socio-political challenges at both national and sub-national levels have led to increased vulnerability of potential beneficiaries including at the READ targeted counties. To counter this UNDP will be required to realign its targeting accordingly. The Peace and Conflict analysis will

provide clarity on conflict drivers and how emerging insecurities can affect project implementation. This will further inform an updated targeting strategy and PIM, if required.

## M&E & KM

**Validation and Refinement of the Logframe**

At project inception and during the first joint supervision mission, the project's logframe was validated and refined through a participatory and inclusive process involving the Government of South Sudan, UNDP, IFAD, and key stakeholders. This exercise ensured that indicators are SMART, realistic, and aligned with national priorities, the UNDP Country Programme Document (CPD), and IFAD's Strategic Framework. The logframe, underpinned by a robust Theory of Change (ToC), clearly articulates the causal pathways from project activities to outputs, outcomes, and long-term impact, with a strong focus on gender, youth, and climate resilience. Through this validation, stakeholders achieved consensus on performance targets, strengthened mutual accountability, and enhanced ownership of results. UNDP is disaggregating project targets by county and year to strengthen results tracking and accountability, ensure that implementation progress is geographically balanced, inclusive, identify disparities, and tailor interventions more effectively. The refined disaggregation will also support systematic tracking against the Logical Framework (LF), ensuring that outcome and output indicators remain on target and that corrective measures can be taken promptly where progress lags. The validated logframe now serves as a living results framework that guides evidence-based monitoring, adaptive management, and reporting on the project's contribution to sustainable rural transformation.

**MEAL Plan Development**

A comprehensive Monitoring, Evaluation, Accountability, and Learning (MEAL) Plan was developed to operationalize the project's results framework, drawing on UNDP's Results-Oriented Monitoring and Evaluation (ROM) standards and IFAD's M&E guidelines. The plan defines the inputs, processes, and tools required for systematic data collection, analysis, and learning across all project components. It establishes clear reporting lines, timelines, and responsibilities for M&E actors, ensuring coordination and accountability among implementing partners, government institutions, and project teams. The MEAL Plan also introduces structured mechanisms for feedback, adaptive management, and performance learning, ensuring that evidence informs decision-making and that lessons from implementation are integrated into planning. By embedding a learning agenda and gender-responsive monitoring approaches, the plan strengthens transparency, participation, and the project's overall contribution to sustainable impact.

**M&E Staffing**

A dedicated Monitoring and Evaluation Officer has been recruited and serves as the technical lead for managing the MEAL system and ensuring compliance with UNDP and IFAD M&E standards. The Officer oversees the design and execution of monitoring tools, supervises data collection and quality assurance processes, manages the project MIS, and leads the preparation of analytical progress reports. The M&E function also extends to capacity development, including the training of project staff, implementing partners, and government officials on data management, reporting, and results-

based monitoring. Roles and responsibilities for field-level data collection and verification will be defined for partners and government to ensure data consistency and accountability.

**MIS and Data Management System**

The project will establish a Management Information System (MIS) integrated with UNDP's Quantum results platform to enable real-time data consolidation, visualization, and performance tracking. The MIS supports systematic monitoring of indicators, enhances data accuracy, and strengthens accountability through digital dashboards that display progress toward logframe targets. The system promotes transparency by ensuring project and financial data are reported in line with the International Aid Transparency Initiative (IATI) standards.

**M&E Capacity Development**

In partnership with the Ministry of Agriculture and Food Security (MAFS), UNDP, and IFAD, the project conducted a comprehensive Monitoring and Evaluation (M&E) training to strengthen the technical and institutional competencies of project staff, implementing partners, and government counterparts. The training focused on results-based management (RBM), data collection and analysis, reporting requirements, and performance monitoring, ensuring alignment with UNDP's corporate M&E framework and IFAD's Results and Impact Management System (RIMS). Participants were equipped with practical skills in results measurement, data quality assurance, and adaptive management, enabling them to effectively translate evidence into decision-making and action. The training also enhanced understanding of accountability mechanisms, reporting standards, and compliance requirements, thereby improving implementation efficiency and fiduciary discipline.

**Beneficiary Registration Database**

A comprehensive beneficiary registration database has been developed and is being digitized into standardized, gender-sensitive templates using the Kobo Toolbox platform to facilitate real-time, accurate, and reliable field data collection. The tool is fully aligned with IFAD's Core Outcome Indicators (COI) and UNDP's results-based monitoring framework, ensuring consistency with corporate M&E standards and comparability across reporting periods. It captures quantitative on key performance indicators, including productivity, income, food security, resilience, and gender inclusion. Data collection will be conducted digitally using KoboCollect, enabling field teams to record and transmit information efficiently, even from remote areas. Built-in validation and skip logic features will enhance data integrity and minimize entry errors. Furthermore, routine data quality assessments and triangulation will be undertaken to ensure accuracy, completeness, and reliability of information. The digitized beneficiary registration database strengthens evidence generation, facilitates timely reporting, and supports adaptive management through continuous, real-time performance monitoring.

**Baseline Study**

A Terms of Reference (ToR) for the project's baseline study has been finalized, and the onboarding of the selected firm is being completed. The baseline will establish the reference values for all key performance indicators, including household income, agricultural productivity, access to markets, and food security levels. The study will employ mixed methods, consistent with IFAD's Core Outcome Indicators (COI) and UNDP's data quality standards, to ensure a robust foundation for subsequent

monitoring and evaluation activities. Once completed, the baseline will inform target refinement, strengthen impact measurement, and provide a benchmark for assessing project contribution to national development priorities and Sustainable Development Goals (SDGs).

## Social Inclusion

READ places social inclusion, youth and women's economic and social empowerment at the centre of its design and implementation. Technical Officer on Social Inclusion and ECC, onboarded in July 2025, is responsible for overseeing social inclusion, environmental and climate-related activities, and SECAP-compliance, ensuring these dimensions are fully mainstreamed across all project component and that transformative actions are effectively integrated into implementation. A Targeting, Gender and Social Inclusion Strategy has been finalized, together with a costed Gender and Social Inclusion Action Plan, providing a roadmap to ensure that women, youth, and vulnerable groups are meaningfully included and equitably benefit from project outcomes, meeting 50 percent, 70 percent and 10 percent end targets respectively.

To this end the project has ensured that this quota are reflected in relevant ToRs, including value chain-, market opportunities-, and Peace and Conflict Analyses, comprising the gender and nutrition assessment for all the developed and approved ToRS, especially for value chain analysis, market opportunity analysis and gender and nutrition. Relevant social inclusion considerations, such as gender and youth dynamics across communities and targeted value chains, structural and social barriers to participation and leadership, and employment opportunities, were included in the respective ToRs to provide an overview of the context, how culture impacts their livelihood and empowerment, and entry points for investment under READ. Further, the studies will continue to inform the project's social inclusion strategy and action plan for adjustments, if need be.

### Gender Equality and women's participation

Recognizing the deeply rooted patriarchal structures that limit women from reaching their full potential, READ employs a holistic and gender-transformative approach that actively engages men, including husbands, community elders, and local authorities, from the onset. By sensitizing male decision-makers and demonstrating the positive impact of women's empowerment on household well-being, the project seeks to foster enabling conditions for women's safe and active participation and leadership.

READ is advancing women empowerment and gender transformation through the following pathways:

**Economic empowerment**: ensuring women are engaged along the value chain with improved access to productive resources, financial services, and market participation. During these early stages of project implementation little has yet been achieved in terms of tangible achievement when it comes to access for women and youth to control capital, land, and knowledge. One of the current key mechanisms is ensuring the development of the credit guarantee scheme and asset transfer mechanisms is incentivising women and youth participation in the project. Regarding improved access to (climate smart) technologies, which will be supported through the asset transfer mechanism, READ is ensuring that value chain analysis and related studies systematically assess women's needs and barriers. Opportunities for employment higher up the value chain are envisioned, as well as investment in value addition to move away from subsistence production. The analysis will also guide the selection and provision of labour- and time-saving technologies, reinforce the project's broader gender transformative approach and enabling women to fully participate and benefit from economic opportunities. This will be complemented by GALS to address gender norms and will ultimately **promote equitable division of labour** in the household and in the community.

**Leadership and representation**: In terms of promoting women agency, READ is going to ensure that deliberate efforts are being carried out to adhere to the women 50% quota on participation but also ensure that supported RPOs and VSLAs and SACCOs will have women in decision-making roles, complemented by leadership training and mentorship.

To solidify the above action plans for ensuring gender equality and women's empowerment UNDP is planning to conduct the gender action learning system (GALS). This is a participatory methodology that has been tried and tested in other IFAD's country programming countries. In READ's context, it is designed to promote gender equality and empowerment, resilience and social inclusion, particularly in rural development contexts where the project works with various groups. The rollout of GALS will support shifting power dynamics within households, producer groups, and cooperatives. GALS uses visual tools and participatory processes to help households, especially women and marginalized groups, analyse their lives, set goals, and act for a better life. Through this structured facilitation, group members, but especially husband and wives, will understand each other better, women will gain voice and confidence, and collectively they can develop visions for change. ToR has been developed and the recruitment for a service provider has been initiated.

However, the project faces budget constraints challenges for the full GALS roll-out across all six counties. Available funding may limit the number of GALS tools, the frequency of refresher sessions, and depth of the catalyst and participatory review sessions that are essential for sustained behavioural change. The resource limitations could handicap the transformative potential of the methodology and its expected outcomes, and thus the below recommendations.

### Youth empowerment

READ is a youth-sensitive project. The READ project is aligned with the mandate and framework of the South Sudan Youth Development Policy of the Ministry of Culture, Youth and Sports that intends to empower youth to influence democracy and peacebuilding in the country, their participation in community and civic affairs and inclusion in the peaceful and productive nation-building and development agenda. This is stewarded by a clear youth strategy and operational plan and an ambitious vision underpinned by nine pillars, which are peace and security, human rights, globalization, political, health, education, economic, social and climate Change.

As such the current achievements are within the pathways of youth inclusion that entails youth empowerment together with decision making and representation, with the specific activities being:

-Allocating 70% quota during the targeting process, as well capturing this in the beneficiary database that is already developed.

-Ensuring the development of the credit guarantee mechanism that considers the youth as critical players within the selected value chains and considers them for lending opportunities as per the respective tiers.

-Ensuring that the developed matching grants and asset transfer policy favour youth to become active and reliable food value chain actors, this also includes access to climate-smart technologies and modern farming practices and tools.

-Initiating interventions for youth leadership development and participation through inclusion of youth percentage as leaders in their selected groups during the development of beneficiary database and that will be followed to the later.

-The ongoing new and review of existing value chain studies are being considered from youth perspective ensuring that overall selected value chains are youth friendly in terms of offering tangible economic opportunities, affording voices in youth decision making and being free from harm and overall dignity to youth.

-The involvement of youth and clearly spelling out their critical roles in all the ToRS being developed including on peace and conflict analysis, market opportunities, gender and nutrition studies, etc.

With the above in mind and following the recent national parliamentary approval of the October 2025 national youth policy, more opportunities are underway for READ to seek supportive strategic opportunities through the planned interventions for the next five years.

### Nutrition

READ is following three nutrition pathway approaches namely: Market-oriented safe, diverse and nutritious food production through the selected groups; Promotion of home gardening with the provision of home garden kits to groups, enhanced livelihood of Households and improved purchasing power through increased incomes and improved access to finance, and increased knowledge and nutrition awareness creation among beneficiaries groups, with all these targeting the most vulnerable female headed households, pregnant and lactating and mother with children under five years.

Efforts on the first mainstreaming approach is on track through the on-going review and analysis of selected value chains to be proposed and adopted by various RPOs are nutritious sensitive and enhance dietary diversity and food security, for the household, but especially for women and children. Findings will be integrated in future capacity building trainings to benefit the same groups on post-harvest management, safe value addition, processing and packaging. Targeted measures are in place to support selected groups (VSLAs) with homestead gardening packages geared towards improving dietary diversity. Budget is very limited, while demand is high. Additionally proposed measures on nutrition awareness are being considered primarily on nutrition awareness.

The Peace and Conflict Analysis integrates the gender and nutrition assessment, analysing the dividers and connectors to identify factors that create divisions or competitions (e.g. land tenure, access to financial services, group membership, identity) and those that foster collaboration (e.g. shared institutions, inter-group trading, cooperative structures), and how this has either positively or negatively affected selected value chains that contribute to gender, nutrition and climate outcomes.

For READ project to be more realistic in terms of meeting this requirement and benchmark, deliberate efforts are being made to continuously monitor the current trend of overall food security and nutrition in the country, specifically the READ targeted counties. The LF includes IFAD's nutrition COI indicators: CI 1.1.8 Households provided with targeted support to improve nutrition and CI 1.2.9 Households with improved nutrition Knowledge, Attitudes, and Practices (KAP), which will be collected at baselineline.

As per the latest IPC report analysis for April-July 2025, 6 of the READ counties fall under 3 categories: Nzara and Yambio are acceptable (Phase 1), Maridi and Magwi are on alert status (Phase 2) and Aweil and Renk are considered serious (Phase 3), and going forward these calls for coordinated and tailored contextual dependant support regarding current proposed value chains and package of nutrition related assistance to be given to selected VSLA groups. Efforts will also be made in term of

coordination with other partners on ground in terms of identifying potential collaboration especially with partners focused on active nutrition programming and so such that READ achieves its goal.

The main challenge identified on this thematic area is the limited budget committed to the three mentioned mainstreaming areas since READ is not a nutrition-sensitive project. To realise its objectives, there is need to increase the budget for the coming programming phase.

## ECC and SECAP

### SECAP

The ESCMP with mitigation measures and Adaptation Framework were developed at design stage and are being reviewed and updated. As per the recommendation of the last ISM, the relevant SECAP monitoring forms have been drafted and will be fine-tuned accordingly as the project progresses. Some of the key activities still on the pipeline are the initiation training/sensitization workshop on READ ESCMP as well as the SECAP implementation and monitoring arrangement, and all this is anticipated to take place in the first/second quarter of 2026. The activities are included in the AWPB.

As part of FPIC, UNDP involved key community and opinion leaders during the inception workshops at payam and county levels in which an effort was made to explain the potential implications of READ and the role of such leaders in contributing to the project. Details of the community attendees are captured in the READ inception report covering the 6 counties. In addition to this, UNDP plans to organize detail community interaction sessions alongside the community project awareness meetings through the onboarded service provider. A draft FPIC plan has been developed and is under review.

On GRM, UNDP has reviewed its existing GRM under other projects to identify opportunities for harmonization and efficiency. A draft budget has been developed to ensure comprehensive implementation, from stakeholder awareness and communication to procurement of GRM tools, such as suggestion boxes. READ's GRM ToR has also been developed for READ, integrating the experience from UNDP and MAFS, and is aligned with donor standards.

While good progress on preparatory work is made, the project continues to face capacity limited related to SECAP follow-up and compliance. At present, SECAP responsibilities are covered by the Technical Officer on Social Inclusion and ECC. This triple workload is demanding, particularly when activities in the field are being rolled-out next year. To address this challenge and ensure full adherence to UNDP’s and IFAD’s safeguards requirements, the team is exploring the recruitment of dedicated SECAP Officer. This role would strengthen compliance, coordination with implementing partners, and systematic monitoring of environmental and social performance across counties.

### Adaptation to Climate Change

As elaborated in the Project Design Document, the project's climatic risk is deemed to be substantial, given that several targeted operational areas are exposed to climate shocks such as recurrent drought and floods, with a potential to wreak havoc on some of the selected crops in the proposed value chains. With this knowledge, READ is prioritizing adaptation interventions, identified at design stage through the targeted adaptation assessment, including improvement of irrigation systems, intercropping, promotion of resistant crop/livestock varieties and species, incorporation of agriculture techniques, intercropping, etc. The scale and pace of these interventions will depend on the availability of resources and potential future financing opportunities to further strengthen resilience. The mapping and profiling of RPOs will shed lights on current knowledge and adoption of climate adaptive measures and technologies and the unmet needs to inform the asset transfer and matching grant facility. The environmental and social category is moderate, requiring the development of an ESCMP, which has been developed and is being reviewed and updated.

At the current stage of the project implementation efforts have been made to incorporate key climate change themes into all relevant terms of references including on gender and nutrition assessment, peace and conflict analysis, GALS and peace and conflicts analysis studies. The same considerations have been incorporated into design of the credit guarantee scheme and asset transfer mechanisms when it comes to access to loans and assets addressing climatic change features.

## Procurement

Procurement planning (PP) is aligned with the Annual Work Plan and Budget (AWPB) and is developed and updated through the UNDP corporate system, Quantum. The Programme and Procurement teams regularly review and update the plan as necessary to ensure that comprehensive requirement definitions, realistic budget estimates, and accurate procurement activity timelines are properly reflected.

The procurement processes are conducted in full compliance with UNDP policies and procedures, which operate independently from national procurement regulations but are aligned with internationally accepted practices and standards. These processes fully uphold the principles of transparency, fairness, open international competition, best value for money, integrity, accountability, and efficiency. Recommendations for contract awards are subject to rigorous review by the Country Office, Regional, and Headquarters Oversight Committees.

To ensures segregation of duties in line with the Internal Control Framework (ICF), the implementation of contracts and certification of payments are managed by the Project/Programme teams. The role of the Procurement Unit after contract signature is primarily to facilitate the contractor's introduction to the Project during the entry meeting. In addition, the Procurement team is consulted during contract closure and provides support in resolving any contractual disputes that may arise.

UNDP Procurement process is conducted through the corporate ERPs tools Quantum and UNALL. These platforms are globally used by among others UNDP, UNWOMEN, ICAO and UNFPA. These ERPs provide an end-to-end procurement process tracking from requisition to contract management. Therefore, the procurement records digitally stored in the ERP and a click away available for users.

Procurement Plan

| Activities | Funding | October | November | December | Total | Status | Notes | Category |
|---|---|---|---|---|---|---|---|---|
| Service Provider for institutional capacity & Business development services to RPOs | IFAD/GAFSP | | 476,609 | | 476,609 | Started | Procurement process initiated | Consulting & Non-consulting services |
| Value chain assessment | IFAD/GAFSP/UNDP | | | 144,906 | 144,906 | Started | Procurement process initiated | Consulting & Non-consulting services |
| CBSS Engagement | IFAD/GAFSP | 280,680 | | | 280,680 | Started | Completed | Equipment and Materials/Training and Workshop |
| SP -Market opportunity analysis | IFAD/GAFSP | | | 27,243 | 27,243.00 | Started | Procurement process initiated | Consulting & Non-consulting services |
| SP-Gender and nutrition assessment | IFAD/GAFSP | | | 4,541 | 4,541 | Started | Procurement process initiated | Consulting & Non-consulting services |
| SP-Peace and Conflict analysis | IFAD/GAFSP | | | 33,146 | 33,146 | Started | Procurement process initiated | Consulting & Non-consulting services |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| SP-Baseline Survey | IFAD/GAFSP | | | | 90,000.00 | Started | Completed | Consulting & Non-consulting services |
| Identify relevant support organizations/service providers for the delivery of capacity building modules | IFAD/GAFSP | | | 10,897 | 10,897 | Started | Final stage of recruitment | Consulting & Non-consulting services |
| Construction of iHubs | UNDP | | | 254,268.00 | 254,268.00 | Not started | iHub assessment underway | Construction works |
| Equipment iHub | IFAD/GAFSP | | | 27,243.00 | 27,243.00 | Not started | iHub assessment underway | Equipment and Materials |
| Equipment of 4 existing iHubs in the READ target area | UNDP | | | 54,486.00 | 54,486.00 | Not started | iHub assessment underway | Equipment and Materials |
| **Total** | | | | | **1,404,019.00** | | | |

## Project Management and Financial Management

### a. Value for Money

The project is yet to roll out major activities as the procurement of key service providers is still ongoing. Terms of Reference (TORs) for all planned services have been prepared, with some currently under internal review by relevant government counterparts. The contracting of the Cooperative Bank of South Sudan (CBSS), the lead implementing partner for Component 2, has been finalized and signed, marking an important milestone toward operational readiness. UNDP's procurement and financial management procedures continue to ensure transparency, cost-effectiveness, and adherence to value-for-money principles. Although implementation has not yet commenced, the preparatory groundwork including due diligence, procurement planning, and institutional coordination demonstrates prudent use of resources and provides a strong foundation for efficient and effective project delivery once implementation begins.

### b. Coherence AWPB vs. implementation;

During the reporting period, the coherence between the Annual Work Plan and Budget (AWPB) and project implementation is moderately satisfactory. The project has remained largely in its preparatory phase, with most field-level key operational frameworks, the contracting of strategic partners to enable smooth rollout in the next reporting period and partners fully onboarded.

The main factors affecting implementation coherence were delays in the recruitment of key service providers, particularly those responsible for capacity building, value chain and market analysis, and the Cooperative Bank of South Sudan, which carries big ticket items in the budget. The delayed engagement of the International Labour Organization (ILO) further slowed implementation progress. Nonetheless, procurement processes are now at advanced stages, with contracts expected to be finalized by November 2025, allowing most of the planned expenditures to be committed before the year-end. Actual commitments against the Annual Work Plan and Budget (AWPB) are projected to reach 42% by the end of December, reflecting signed contracts and firm commitments to be transferred to service providers to enable commencement of implementation.

To address these delays and strengthen alignment between the AWPB and implementation, the Project Management Unit has prioritized fast-tracking the remaining procurements. These measures are expected to restore full coherence and enable smooth implementation by early 2026, ensuring that financial commitments and physical progress advance in line with the approved AWPB.

c. Acceptable disbursement rate

The disbursement for IFAD grant is currently at USD 1,786,216 against contract amount of USD 16,774,953 representing disbursement rate of 10.65%. Considering the project became operational with the UNDP–MAFS contract on 24 October 2024, approximately 16.7% of total project time has elapsed.

**Quality of financial management**

The quality of financial management is assessed as satisfactory, reflecting strong systems and procedures even at this preparatory stage. The project recruited a Technical Officer on Rural Finance and Public Finance Management with appropriate qualifications and professional experience. The Administrative and Logistics Associate is providing technical backstopping, who ensure the financial control system is in place. The project submitted two Interim Financial Reports (IFRs) on time,

demonstrating adherence to reporting requirements. The budget has been uploaded into the financial management system per disbursement received and coded in accordance with the approved Annual Work Plan and Budget (AWPB), allowing easy generation of budget consumption reports.

The project finance team has developed an AWPB monitoring template with an integrated dashboard that tracks actual vs. planned activities, disbursement amounts, procurement plans, IFR, and physical achievements data side by side. Advances to partners are closely monitored through payment schedules linked to deliverables, ensuring accountability and timely fund utilization. In addition, monthly project performance meetings are held, using the AWPB as a management and monitoring tool alongside IFRs and M&E tools, further strengthening financial governance, oversight, and alignment of financial and operational performance.

These measures demonstrate that, even at the start-up phase, the project has established a robust financial management system that integrates financial tracking with physical progress monitoring, providing confidence that resources will be efficiently managed as implementation scales up.

**Quality and timeliness of audit**

The project maintains a satisfactory level of audit quality and timeliness, consistent with IFAD and UNDP requirements. The finance team is currently preparing the draft audit Terms of Reference (TOR) and an audit schedule with a detailed timeline, demonstrating proactive preparation for the first annual audit. Although the project is still in the preparatory phase, all financial records, supporting documents, and accounting entries are being systematically maintained to facilitate a smooth audit process.

The audit is scheduled to be shared with IFAD in June 2026, and preparatory measures taken to date, including timely submission of two Interim Financial Reports (IFRs), provide assurance that the audit can be conducted efficiently and on time. These arrangements demonstrate that the project is committed to maintaining accuracy, transparency, and accountability in financial management and is on track to meet IFAD's reporting and audit requirements.

**Counterpart funds**

The READ Project tracks counterpart contributions from all financiers, including IFAD, UNDP, the Government, Cooperative Bank of South Sudan (CBSS), and project beneficiaries. As of October 2025, the disbursement status is as follows:

| Financier | Budget | Disbursements | % Disbursed |
|---|---|---|---|
| IFAD | 16,774,953 | 1,786,216 | 11% |
| UNDP | 1,479,388 | 548,000 | 37% |
| Government | 1,432,500 | - | 0% |
| Cooperative Bank | 1,844,187 | - | 0% |
| Beneficiary | 752,000 | - | 0% |

While IFAD and UNDP have made partial disbursements, the Government, CBSS, and beneficiary contributions are yet to be mobilized.

To strengthen accountability and transparency, the project has developed forms to capture community contributions, including both cash and in-kind support, and a tracker to monitor and report

these contributions. This system ensures that community engagement and co-investment are systematically recorded and integrated into project planning and reporting, supporting sustainability and ownership at the community level.

**Compliance with loan covenants**

UNDP use a pool bank account, to ensure readiness for fund management, the financial systems are in place to track allocations, disbursements, and expenditures. Procurement procedures are fully established in line with UNDP standards, being finalized. Progress reports and Interim Financial Reports (IFRs) have been submitted on time, demonstrating compliance with reporting covenants. The project has also submitted the Annual Work Plan and Budget (AWPB) and is using it actively as a management and monitoring tool.

Some covenants remain partially implemented or not yet applicable due to the early stage of the project. These include: quarterly replenishment of the project account by the Government, insurance of assets, exemptions from import duties and taxes, and the Mid-Term Review (MTR), which will be conducted at the designated mid-term point. The first audit TOR and schedule are being prepared, with the audit to be shared with IFAD in June 2026.

Overall, the project has established the necessary systems and processes to ensure full compliance with all legal and loan covenants as implementation progresses.

## Project Management

The UNDP PMT team is fully on board since July 2025, with all key technical and operational positions in place, including technical officers on cooperative development and private sector engagement, rural finance and financial management, ECC and social inclusion, monitoring and evaluation, knowledge management and communications, logistics and administration. Their full onboarding has significantly strengthened implementation capacity and coordination of READ's activities at national and field levels.

To support effective management and timely delivery, the project has established robust monitoring and delivery systems, including comprehensive tracking tools, such as the agreed actions tracker, procurement tracker, acceleration delivery plan, and detailed individual workplans. These tools enable early identification of bottlenecks, allow proactive course-corrective measures, and reinforce accountability across the team. Progress and challenges are discussed during the bi-weekly coordination meetings with field coordinators in READ states.

READ built a strong partnership and collaboration with Government and IFAD. Delays in finalizing collaboration arrangement with ILO were addressed through joint strategic meetings with MAFS, IFAD, UNDP and ILO, which ultimately led to an agreed cost-effective approach that secured the usage of internationally recognized training modules and certified master trainers while remaining within available project resources.

The project has encountered expected start-up delays. The full team only became operational in July 2025, and the first AWPB was approved in May 2025, which together compressed the time available for procurement planning and rollout. The initial AWPB was also too ambitious given the procurement lead times and complex operational environment in South Sudan. To address these challenges, the team organized an inclusive AWPB 2026 development exercise involving programme, procurement, and PMSU colleagues to ensure realistic sequencing of activities in line with operational timelines. The

AWPB will be reviewed and discussed with MAFS and IFAD at the Supervision Mission. Further, a financing gap analysis is being prepared to highlight areas requiring resource adjustment, including in field monitoring. While not allocated in the initial budget, the READ team strongly advocates for a dedicated SECAP Officer position to ensure compliance and support on SECAP roll-out, monitoring and evaluation, using savings from the salary budget line.

Regular coordination structures will be sustained, including bi-weekly PMT meetings and the monthly READ meetings with MAFS and IFAD. The NTC was organized on November 7 and was leveraged to enhance alignment at state and county levels and avoid duplication with other initiatives.

Overall, the project has a strong coordination mechanism and management systems in place. The continued emphasis on adaptive management, government partnership, and delivery oversight allows READ to accelerate implementation and achieve its intended results with strong national ownership and accountability.

**Partnership-building**

READ has developed a comprehensive partnership matrix and has joined a partnership meeting with FAO, WFP, UNOPS and UN Women to identify areas of collaboration. The first step is a joint mapping exercise to consolidate data on existing infrastructure, rural financial institutions, and other relevant assets. Further, collaboration on targeting, vulnerability assessments, policy strengthening and thematic areas like rural finance and climate adaptation and early warning systems will be explored to maximize synergies and avoid duplication of efforts.

READ is working closely with other UNDP programmes such as SEED4Youth, CC4GBV and JMSE to join hands in the establishment and operationalization of iHubs. This approach is expected to increase usage, enhance accessibility, and pool resources to ensure these facilities are adequately equipped and contribute to broader systems strengthening. These coordinated efforts demonstrate READ's commitment to alignment, value-for-money and maximizing development impact through joint action.

**Sustainability and Exit Strategy**

Sustainability has been at the core of READ, shifting from humanitarian assistance towards a development approach that empowers rural producers organizations to become resilient and competitive food value chain actors.

Government ownership is embedded in the project's delivery model. Collaboration spans national, state and county levels, with targeted investments in institutional capacity building. This year, SPCU staff participated in IFAD-led Procurement and Financial Management Training in Nairobi and AWPB Training of Trainers facilitated by JICA. Further, county-level cooperative and community officers will be capacitated through both top-up support and ToT delivered by Ilo-certified Master Trainers, enabling them to mentor and guide cooperatives on a continuous basis. The project is also exploring the use of iHubs as training and service delivery facilities under Government, which are initially supported by UNDP and over time will be fully managed by the Government and the local community.

To strengthen the long-term viability of farmer and cooperative enterprises, READ is working closely with the Cooperative Directorate to formalize a national cooperative tiering system. This system will provide cooperatives with a clear pathway for growth, highlight capacity gaps to address, and enable more mature groups to access expanded financing windows. It also provides a transparent and standardized framework for financial institutions to identify viable organizations for investment, creating a more sustainable rural finance landscape.

The project integrates gender-transformative and participatory approaches, such as GALS, to address structural inequalities and enable women to benefit equitably from economic and social

opportunities. Further, READ promotes agriculture as a business, encouraging adoption of modern and sustainable farming practices and viable employment opportunities along the value chain, attracting young South Sudanese to see opportunities in agriculture.

READ also contributes to a sustainable rural finance infrastructure. Currently only about 10 percent of the total loans provided by the South Sudan banking sector go to MSEs and lack of collateral is cited as one of the main reasons that banks to not extend credits to MSEs. Through a blended finance model, the project aims to graduate RPOs to higher tiers of readiness, ultimately enabling their access to commercial credit. Recognizing South Sudan's political, climatic, and economic vulnerabilities, READ is supporting de-risking mechanism to incentivize lending in high-risk rural areas. The financial products and service deliver modalities to be developed under READ will remain in place beyond the project lifecycle and will serve a broader client base than the project beneficiaries alone.

Finally, READ is supporting an enabling environment through development and strengthening of critical policies and strategies, such as National Cooperative Development Policy Framework, National Rural Financial Policy, and the National Cooperative and Rural Finance strategy. These will foster a sustained and scalable ecosystem where cooperatives and private sector players can invest, innovate, and thrive independently of project support.

## Communication: ☐

### A. Activities:

1. Development of a communications plan for READ
2. Development of a READ logo

### B. Social Media Links:

**Facebook:**

1. https://www.facebook.com/UNDPSouthSudan/posts/pfbid058AgSn4BS32GbtBBrBSgPJmALiU75q5UEPmGH8gA5Mjq4PzA6B5xZyxzLCJ7LZEYl
2. https://www.facebook.com/UNDPSouthSudan/posts/pfbid023bhuUABUBer6Z9iBZ93SbnpgZV5e8Ua5xWtBJwwiH13N3rtndMBRbmGz3jytgx3pl
3. https://www.facebook.com/photo.php?fbid=1244001327761392&set=pb.100064546095895.-2207520000&type=3
4. https://www.facebook.com/UNDPSouthSudan/posts/pfbid02u1VK5bpZNFmmaLB9aGCom5kmu31cKijxC7jJ8aZJxvKqwQRK6gksndC8LKNDPcVhl
5. https://www.facebook.com/UNDPSouthSudan/posts/pfbid028BJftHLTpHXoxJ1wvVDrERh2PbHsxE1zPy93Xd539bYkKHGx17DWNqq4mnQCTbDDl
6. https://www.facebook.com/UNDPSouthSudan/posts/pfbid0pWNrQWSTuEUcm3WyYyZjPwpGHGsB4aRZDdPYZ5ptTHhGCYAEnvZQ8ppy2qZiafUXl

**Twitter (X)**

1. https://x.com/undpsouthsudan/status/1978376507996193162/photo/1
2. https://x.com/undpsouthsudan/status/1978815268282368349
3. https://x.com/undpsouthsudan/status/1968668086187307355
4. https://x.com/undpsouthsudan/status/1967856924755411278
5. https://x.com/undpsouthsudan/status/1954811770171785709
6. https://x.com/undpsouthsudan/status/1953002910469472262
7. https://x.com/undpsouthsudan/status/1986449079375712677

## C. Media Links:

1.https://thedawn.com.ss/2025/09/19/government-partners-begin-review-of-rural-agriculture-development-project/?fbclid=IwY2xjawNlqelleHRuA2FlbQIxMQBicmlkETE1T2tNZGNrVTZhb3hkekN5AR740hGMx3dyV7O_z8rhWvQAPnQtVn266UNg65gXc4dnVg4QyvYeQsm2nk4NKw_aem_5AQY06PmpKsRSm3PUfDjgg

2. City Review Page 4 Friday, 19 September 2025: ***Agriculture Ministry starts validation of the Rural enterprises for agricultural development (READ) project***

## D. Videos/Animations:

1. https://www.facebook.com/reel/9869075033132024
2. https://x.com/undpsouthsudan/status/1912429654054445285
3. International Year of Cooperatives 2025
    a) 5 short videos
    b) 1 documentary

## E. Publications & Communication Assets

1. International cooperatives Day Report
2. READ Project Profile

**Pictorials:**




**Partners and Stakeholders at the READ National Validation Workshop, September 18, 2025**







**International Cooperatives Day Celebration 2025, forum and exhibition**.







**Stakeholder Meetings during Implementation support mission in Magwi and Torit**








**The National Technical Committee (NTC) Meeting on READ project**

Financial Delivery against AWPB 2025/2026[1]

| Item Description | IFAD | | | | | |
|---|---|---|---|---|---|---|
| | **Planned** | **Actual** | **Commitment** | **Total** | **% Actual** | **% Actual + Commitment** |
| Component 1 | | | | | | |
| Sub comp 1.1 | 434,121.24 | 74,151.43 | 177,946.59 | 252,098.02 | 17% | 58% |
| Sub comp 1.2 | 327,505.57 | | 164,835.52 | 164,835.52 | 0% | 50% |
| Sub comp 1.3 | 921,613.33 | | 175,117.35 | 175,117.35 | 0% | 19% |
| **Subtotal** | **1,683,240.14** | **74,151.43** | **517,899.46** | **592,050.89** | **4%** | **35%** |
| Component 2 | | | | | | |
| sub comp 2.1 | 321,388.40 | 39,269.84 | 195,099.37 | 234,369.21 | 12% | 73% |
| sub comp 2.2 | 570,125.62 | | 218,125.62 | 218,125.62 | 0% | 38% |
| **Subtotal** | **891,514.02** | **39,269.84** | **413,224.99** | **452,494.83** | **4%** | **46%** |
| Component 3 | | | | | | |
| Sub comp 3.3 | 954,694.24 | 97,837.84 | 343,599.49 | 441,437.33 | 10% | 46% |
| **Subtotal** | **954,694.24** | **97,837.84** | **343,599.49** | **441,437.33** | | |
| | | | | | | |
| **Grant Total** | **3,529,448.41** | **211,259.11** | **1,274,723.93** | **1,485,983.04** | **6%** | **42%** |

[1] Delivery on UNDP co-financing is not included.

***Procurement:***

The table below provides summary information on the READ procurement progress/status

| | Activity | Status |
|---|---|---|
| 1 | Value chain assessment | Initiated |
| 2 | CBSS Engagement | Completed |
| 3 | SP -Market opportunity analysis | Initiated |
| 4 | SP-Gender and nutrition assessment | Initiated |
| 5 | SP-Peace and Conflict analysis | Initiated |
| 6 | SP-Baseline Survey | Completed |
| 7 | Construction of iHubs | Site assessment on going |
| 8 | Equipment iHub | Site assessment on going |
| 9 | Motor Vehicle | Not started |
| 10 | Computer and accessories | Completed |